EO6-1725

3 August 1956

MEMORANDUM FOR: Director of Training

SUBJECT: DD/I Training Program - First Impressions

     1. I have been doing some thinking on the subject of training
for the DD/I, and believe I have the glimmerings of a solution to
the problem. However, the ideas as yet are only in the formative
stage, and the proposed solution is grossly deficient in all the
important details. The only reason I submit it at this time is to
explore the general idea with you in order to obtain the benefit of
your overall reaction to the proposition.

     2. I believe all the courses offered in the DD/I area should
be either Introductory or Advanced. The Introductory courses should
be mandatory for all incoming personnel. There should be at least
three such courses: one for the incoming GS-5 employees; the second
for the grades GS-7 through GS-12; and the third for senior incoming
personnel, grades GS-13 and above. Perhaps a fourth course should
be organized for non-professional employees GS-5 and below. This
group of courses, compulsory for all incoming personnel, should be
called the Introductory series.

     3. The division of all incoming personnel into these three or
four groups is recommended as a result of U. S. Civil Service experience
with intelligence personnel. Shortly after the end of World War II
I was appointed Chairman of an Interdepartmental Committee of Expert
Examiners. We drew up and gave the examinations whereby all the
personnel in the U. S. who now have intelligence status acquired that
legal position. This practical experience convinces me that the
division of intelligence personnel into these three or four groups
is a sound solution to the problem of examining or teaching. Nothing
is more important in organizing a course or giving an examination
than to pitch it at the right level - neither too high for the students,
nor too low. Students with similar or identical backgrounds obtain
value from a course out of all proportion to the value they obtain
from mixed classes or examinations.

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4. The other courses in the DD/I area should be not only Advanced (i.e. past the Preparatory course), but specialized. The specialization should be along lines worked out in collaboration with the Office for which the training is given. They should all be patterned on the example set by OO/C. Each major office in the DD/I should be helped to work out its own program – in collaborating with Training. This collaboration should include the lectures to be given, the lecturers, the exercises, the examinations, and all other aspects of the course. A training officer should be appointed in each Office, perferably at the super-grade levels. He should have an opposite number in Training. Not only is the OO/C experience in this connection convincing; actually the course I am now taking (IT) is perfectly suited for JOT training. If any changes are made in it in the future, I believe they should be made in close collaboration with the Director of the JOT program. Conversely, I do not believe the present IT course should be used for employees generally who have already been assigned to ORR, OCI, or OSI.

5. I am enthusiastic about the present IT course. It is ideal for JOT training. The instructors are all good, with particular reference to the present Director, [ ] The subjects are wisely chosen. The graded examinations, the student briefings, and the written research projects, keep the students on their toes all the time. The guest speakers are well chosen, and their talks are stimulating. Undoubtedly changes will be made in the course as it goes along, but I am frank to say that I would be at a loss to recommend any changes at this time. As the changes are made, I believe they should be effected only in close collaboration with the Director of the JOT program, and I finally believe that the course should be redesignated as advanced JOT training.

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DD/I Training Officer

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